



**Health Services**  
LOS ANGELES COUNTY

December 7, 2007

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TO: Each Supervisor

FROM: Bruce A. Chernof, M.D. *R. Splawn for*  
Director and Chief Medical Officer

SUBJECT: **STATUS OF THE IMPLEMENTATION OF THE  
CONTINGENCY SERVICES PLAN AT MARTIN LUTHER  
KING, JR. – HARBOR HOSPITAL**

This is to provide your Board with the weekly report on the status of the Martin Luther King, Jr. - Multi-Service Ambulatory Care Center (MLK MACC), the impact of the closure of MLK-Harbor Hospital, and the progress of the plan to reopen MLK Hospital.

Bruce A. Chernof, MD  
Director and Chief Medical Officer

John R. Cochran III  
Chief Deputy Director

Robert G. Splawn, MD  
Senior Medical Director

#### **MLK MACC Service Indicators**

##### **Urgent Care**

There were 494 total (adult and pediatric) urgent care visits in the week ending December 1, 2007 (Attachment I). This is a 13% increase from the prior week when 436 visits were provided.

There were 39 patients transferred out of the urgent care center to hospitals (primarily Harbor-UCLA Medical Center) during the week ending December 1, 2007, compared to 29 patients the prior week. One of these transfers was initiated through a call to 9-1-1.

##### **Outpatient Primary and Specialty Care Visits**

The number of outpatient primary and specialty care visits for the week ending December 1, 2007, was 2,572 (Attachment I). This is a 69% increase from the prior week when 1,520 visits were provided. The prior week was lower due to the Thanksgiving holiday.

The Department will continue to monitor urgent, primary, and specialty care visits and will report on any trends.

#### **Impacted Hospitals – Emergency Department Volume and 9-1-1 Transports**

As reported previously, the Emergency Medical Services (EMS) Agency in collaboration with EMS field providers and surrounding hospitals redrew the ambulance service areas to redirect 9-1-1 ambulances in an effective

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manner while limiting disruption to the EMS system to the greatest degree possible. Nine private "impacted" hospitals were offered an agreement including reimbursement for uninsured 9-1-1 patients from MLK's geographical area and priority for transfers into the County and MetroCare contract facilities. Additional funding was also allocated for physician reimbursement of 9-1-1 and walk-in patients. To date, seven of the nine hospitals have signed the agreement.

The EMS Agency continues to closely monitor redirected ambulance traffic. The average daily number of patients registered in the emergency departments (ED) of the impacted hospitals and the average daily number of 9-1-1 transports has generally remained level since the closure of MLK-Harbor Hospital. All impacted hospitals continue to report a sustained increase in ambulance traffic and the hospitals are generally reporting that their inpatient beds are busier than usual for this time of year.

On December 4, 2007, the EMS Agency met with the impacted hospital program managers and billing staff to review the impacted hospital contracts and procedures for enrollment, transfer and payment for eligible patients. Four of the seven impacted hospitals who signed contracts participated (California Hospital Medical Center, Memorial Hospital of Gardena, St. Francis Medical Center, and White Memorial Medical Center). The program implementation will continue to be monitored.

On December 1, 2007, Downey Fire Department held a flu vaccine clinic in conjunction with the Department of Public Health. Over 600 vaccines were administered. The program was well received by all of the participants.

#### Emergency Department Volume

The nine impacted private hospitals have a total of 273 ED treatment stations. During the week ending December 1, 2007, a daily average of 1,193 patients registered in the EDs of the nine impacted hospitals (Attachment II). This reflects an 11% decrease from the daily average of 1,348 patients during the prior week. LAC+USC Medical Center registered a daily average of 412 ED patients during the week ending December 1, compared to 379 the prior week. Harbor-UCLA Medical Center registered a daily average of 228 ED patients during the week ending December 1, compared to 246 the prior week. This data is self-reported by the hospitals.

#### 9-1-1 Transports

During the week ending December 1, 2007, there was a daily average of 200 9-1-1 transports to the nine impacted hospitals (Attachment II). This reflects a 23% decrease from the daily average of 259 9-1-1 transports during the prior week. LAC+USC Medical Center had a daily average of 45 9-1-1 transports during the week ending December 1, compared to 47 the prior week. Harbor-UCLA Medical Center had a daily average of 26 9-1-1 transports during the week ending December 1, compared to 27 the prior week. This data is also self-reported by the hospitals.

### Impacted Hospital Transfer Program

During November 2007, the impacted hospitals referred 71 eligible patients to the EMS Agency for transfer into DHS and other hospitals. Of these, 27 were accepted for transfer. The main reasons why eligible patients were not accepted for transfer were: the patient was discharged (23), the patient no longer had an acute care need (4), there was no capacity (4), and the patient had insurance (3).

The 27 patients that were transferred went to the following hospitals: St. Vincent Medical Center (12), Harbor-UCLA Medical Center (8), LAC+USC Medical Center (5), Olive View-UCLA Medical Center (1), and Los Angeles Community Hospital (1).

### **Harbor-UCLA Medical Center**

Beginning December 3, 2007, the EMS Agency implemented a satellite Medical Alert Center (MAC) at Harbor-UCLA Medical Center to facilitate the transfer of patients from Harbor-UCLA Medical Center ED to Rancho Los Amigos and participating private hospitals. The pilot transfer program is operational Monday through Friday, from 6:30 a.m. to 3:00 p.m. MAC staff are transferring five to seven patients per day to other hospitals.

The Department is working closely with Harbor-UCLA Medical Center management to do a thorough analysis of options to further decompress Harbor and will be reviewing these options with the Chief Executive Office.

### **Conclusion**

I will continue to update you on the status of the MLK contingency services plan. In the meantime, if you have any questions or need additional information, please let me know.

BAC:cb  
708:004

### **Attachments**

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

Los Angeles County Department of Health Services  
 MARTIN LUTHER KING, JR. - MULTI-SERVICE AMBULATORY CARE CENTER  
 Urgent Care, Primary and Specialty Care Visits  
 Week Ending December 1, 2007<sup>1</sup>

Visit Type	9/1/2007	9/8/2007	9/15/2007	9/22/2007	9/29/2007	10/6/2007	10/13/2007	10/20/2007	10/27/2007	11/3/2007	11/10/2007	11/17/2007	11/24/2007	12/1/2007	Trend Indicator <sup>2</sup>
Urgent Care <sup>3</sup>	342	343	433	454	488	440	475	495	558	415	469	515	436	494	↑
Primary and Specialty Care	2,017	1,535*	2,050	1,971	2,102	1,930	1,754*	2,192	2,177	2,175	2,399	2,054*	1,520*	2,572	↑

<sup>1</sup> Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 pm.

<sup>2</sup> Trend Indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

<sup>3</sup> Urgent care visits include pediatric and adult urgent care visits.

\* Number of visits is lower due to holidays. This number is included in the calculation of the trend indicator.

Los Angeles County Department of Health Services  
**SELF-REPORTED POLL OF HOSPITALS IMPACTED BY CLOSURE OF MLK-HARBOR HOSPITAL**

Hospital	Average Daily Emergency Department (ED) Volume														Trend Indicator
	Week of 9/2/07 - 9/8/07	Week of 9/9/07 - 9/15/07	Week of 9/16/07 - 9/22/07	Week of 9/23/07 - 9/29/07	Week of 9/30/07 - 10/6/07	Week of 10/7/07 - 10/13/07	Week of 10/14/07 - 10/20/07	Week of 10/21/07 - 10/27/07	Week of 10/28/07 - 11/3/07	Week of 11/4/07 - 11/10/07	Week of 11/11/07 - 11/17/07	Week of 11/18/07 - 11/24/07	Week of 11/25/07 - 12/1/07		
California Hospital Medical Center: 26 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	177	163	168	168	169	164	170	169	150	154	165	151	157	→
# of 9-1-1 Transports	61	54	55	53	55	50	48	55	55	50	49	53	49	45	↓
Cedars-Sinai Medical Center: 39 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	169	169	161	172	167	174	172	158	166	180	170	174 <sup>3</sup>	→	
# of 9-1-1 Transports	59	57	55	60	62	58	55	57	52	55	60	60	54 <sup>4</sup>	→	
Downey Regional Medical Center: 22 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	138	134	122	135	139	128	132	127	129	128	137	128	125	→
# of 9-1-1 Transports	21	24	22	24	23	24	25	21	22	22	24	25	21	20	↓
Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	249	209	234	231	231	238	232	244	238	224	238	220	227	→
# of 9-1-1 Transports	27	32	28	23	25	24	25	24	24	22	23	25	21	24	↓
Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	97	65	89	95	91	92	94	104	97	91	100	98	92	→
# of 9-1-1 Transports	18	13	13	14	15	11	14	17	18	18	18	16	15	17	→
Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	239	234	234	241	239	248	248	247	227	224	240	238	245	↓
# of 9-1-1 Transports	4	4	4	4	40	40	39	42	42	38	35	42	37	33	↓
Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	85	82	81	84	88	83	85	83	71	76	84	73	60	↓
# of 9-1-1 Transports	18	15	13	16	18	20	17	18	16	14	18	18	12	15	→
St. Francis Medical Center: 39 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	191	174	163	171	170	167	163	187	177	170	174	183	161	↓
# of 9-1-1 Transports	39	34	34	28	33	30	26	30	31	32	30	30	30	31	→
White Memorial Medical Center: 28 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	120	114	109	112	111	111	114	113	115	108	114	109	106	→
# of 9-1-1 Transports	18	18	13	17	15	18	20	18	18	17	15	18	14	15	↓
TOTAL	# of Patients Registered In the Emergency Department	1,483	1,374	1,360	1,409	1,398	1,388	1,412	1,448	1,382	1,341	1,438	1,348	1,193	↓
# of 9-1-1 Transports	259	247	233	235 <sup>3</sup>	284	273	269	289	280	282	269	287	259	200	↓
Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	210	218	207	209	203	228	219	225	209	210	248	248	228 <sup>4</sup>	→
# of 9-1-1 Transports	13	11	11	13	28 <sup>2</sup>	28	24	29	29	25	28	28	27	28 <sup>4</sup>	→
LAC+USC Medical Center: 72 Emergency Department Treatment Stations	# of Patients Registered In the Emergency Department	405	420	417	418	413	424	423	445	423	411	422	379	412	→
# of 9-1-1 Transports	54	50	48	48	54	47	49	54	54	48	52	50	47	45	↓

\* Not reported/available

These numbers have been updated based on revised information.

<sup>1</sup> Trend Indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted); Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater. Trend Indicator is reported where data is available.<sup>2</sup> Beginning the week of 9/30/07, Harbor/UCLA Medical Center began reporting all ambulance transports (Medical, Trauma, Advanced Life Support (ALS), and Basic Life Support (BLS)). Prior to the week of 9/30/07 BLS transports were not included in the total.<sup>3</sup> Prior to the week ending 9/29/07, total for number of 9-1-1 transports does not include Long Beach Memorial Medical Center.<sup>4</sup> Harbor/UCLA Medical Center reported 3 days of data for this week; trend indicator is calculated using available data.<sup>5</sup> Cedars-Sinai Medical Center reported 2 days of data for this week; trend indicator and total are calculated using available data.